

Concordia University  
Faculty of Commerce and Administration  
Faculty Council  
Friday, February 7, 1997

M i n u t e s

**Present:** M. Anvari (Chair)  
C. Bayne (DS&MIS), A. Brodt (Fina.), J. Craighead (Acco.), J. Etezadi (DS&MIS), S. Fata (CGSA),  
D. Franklin (Mana.), T. Geha (Casa), Z. Gidengil (Mktg.), J. Hall (Mana.), L. Healey (Reg.),  
A. Hochstein (MBA), S. Hoffman (Lib.), A. B. Ibrahim (DS&MIS), A. Jalilvand (Fina.), G. Kanaan  
(Acco.), T. Lituchy (Mana.), L. McGown (Mktg.), J. McIntosh (Econ.), G. Martin (Comp.Sci.),  
D. Morin (DS&MIS), F. Rashkovan (Mana.), J. Rosenblatt (Assoc.Dean), M. Sharma (DS&MIS),  
I. Sinclair (CGSA), M. Thakor (Mktg.), T. J. Tomberlin (Assoc.Dean), N. Urbain (CASA), C. Vallejo  
(Mod. Lang.), L.-P. Vezina (CASA), J. Woodrow (Comp.Ser.)

**Absent with  
regret:** A. Lavack

**I Call to Order**

The meeting was called to order at 9:40.

**II Closed Meeting**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**III Open Meeting**

**IV Approval of Agenda - CAFC-97-01A**

IT WAS MOVED BY J. HALL AND SECONDED BY J. MCINTOSH THAT THE AGENDA, CAFC-97-01A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

**V Approval of the Minutes - CAFC-96-07M**

IT WAS MOVED BY D. FRANKLIN AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL APPROVE THE MINUTES OF THE MEETING HELD DECEMBER 6, 1996, CAFC-96-07M.

THE MOTION WAS CARRIED UNANIMOUSLY.

**VI Chair's Remarks and Question Period (15 minutes maximum)**

The Chair obtained the consent of Council to introduce immediately after his remarks Mr. B. Gaudet to address the revised copyright legislation, and to introduce S. Masterson and D. Pagnuelo who wish to seek the support of Council for an award nomination.

With regard to the AACSB accreditation process, the Chair advised that Dr. Lightstone has sent written assurances to the Accreditation Committee of the University's financial commitment to support the Faculty's accreditation and to the maintenance of continuous quality improvement of Faculty programs. The Accreditation committee has also received a report from the Dean detailing the Faculty initiatives and successful events which demonstrate the ongoing effort to improve the quality of Faculty programs. In anticipation of the Faculty's accreditation, several celebratory events are being planned by the office of the Associate Dean, External Affairs and Executive Programs.

The Chair advised that in addition to his representing the University on the Team Canada trip, the Faculty objective to establish links to increase the recruitment of foreign students to the self-financing undergraduate program and the AMBA program had been attained. The FC&A International Task Force, consisting of the Dean and Professors Lituchy, Simpkins, Morin, and Rosenblatt, will develop a strategy for foreign student recruitment and retention. Of particular interest was the discovery that Canadian High Schools in British Columbia, Alberta and Ontario successfully recruit and are financed by thousands of students from this part of Asia. The Task Force will consider forming partnerships with these schools who have the expertise, an established liaison system and the promotional materials in place.

With regard to the University budget, the Chair advised that no decisions as to how to deal with the shortfall have been made.

With regard to the steps being taken to resolve the financial difficulties of the AMBA program, the Chair reported that costs will be reduced by moving the AMBA facilities to the GM building and negotiations with IATA are ongoing to increase the financial contribution to the program. The latest proposal provides for IATA to infuse \$130,000 to the program.

With regard to Faculty facilities, the Chair reported that it appears likely, in keeping with the recommendation of the AACSB Peer Review Team, that the Faculty will acquire the GM building as the Commerce building where all Faculty operations can be consolidated. In addition, it appears possible that a major donor has been identified through the Capital Campaign whose contribution would be used to retrofit the GM building to include technologically-able classrooms. Moreover, he reported, that there is a hope that a major donor may wish to create a fund for the Faculty which would adopt the individual's name as the Faculty name.

With regard to student events, the Chair announced that the undergraduate students were again successful in the Commerce Games bringing home the gold medal in accountancy and the silver in both marketing and entrepreneurship. They also successfully hosted the undergraduate student games at Concordia. He announced the success of the Sixteenth Annual International MBA Case Competition noting the impressive quantity and quality of the participating teams and the remarkable amount of funds that were raised by the organizers. Members of Council applauded the achievements of the students.

With regard to graduate programs, the Chair reported that the Department Chairs have endorsed the notion that a restructuring of the administration of the graduate programs be considered. To facilitate the process the Chairs agreed that the terms of the program directors of the Ph.D. and M.Sc. Programs and the DIA/DSA program be extended for one year while the search for new MBA and EMBA directors proceeds.

The Chair reported that copies of Dr. Lightstone's document entitled "Our Immediate Future" were available through the Department Chairs and the Program Directors. The document will be discussed at the afternoon Senate meeting. In conclusion, he announced that Professor C. Bayne has been elected by acclamation to represent the Faculty on Senate effective immediately until May 31, 1997 and welcomed L. Healey as the new representative from the Office of the Registrar.

It was clarified that the reason for suggesting the extension of the terms of the directors of the DIA/DSA and Ph.D. and M.Sc. programs was twofold: to allow time to consider possible efficiencies in the administrative structure of the graduate programs and to stagger the terms of appointment for the program directors.

because the terms of four of the five program directors expire May 31, 1997.

IT WAS MOVED BY A. B. IBRAHIM AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO MS. D. PAGNUELO AND MS. S. MASTERSON.

THE MOTION WAS CARRIED UNANIMOUSLY.

Ms. Masterson requested the endorsement of Council for the proposed nomination of the Honourable Pierre Sévigny for the Royal Bank Award of Canadian Achievement. The award is made to Canadians who have made remarkable contributions to the country.

IT WAS MOVED BY A. JALILVAND AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL ENDORSE THE DEAN'S NOMINATION OF THE HONOURABLE PIERRE SÉVIGNY FOR THE 1997 ROYAL BANK AWARD OF CANADIAN ACHIEVEMENT.

THE MOTION WAS CARRIED UNANIMOUSLY.

J. Craighead reported on the status of the Capital Campaign within the Faculty of Commerce and Administration. Two of the three information sessions featuring Dr. Lowy have been attended by fourteen faculty members. She explained that contribution to the campaign is a way to help the Faculty in these uncertain times since many of the funding foundations operate on a formula whereby for every dollar donated internally, the foundation donates ten dollars. The Faculty could gain distinguished professorships, scholarships and funding for a building through participation. She encouraged faculty members to attend the final session to be held on Monday, February 10th and to become involved in this positive effort.

**VII Faculty Council Elections**

1. One full-time faculty member to replace V. V. Baba for the balance of his term as the Faculty representative on the Senate Research Committee - January 1, 1997 - May 31, 1998.  
A. Jalilvand was elected by acclamation to represent the Faculty on the Senate Research Committee for the period January 1997 - May 31, 1998.

**VIII Business Arising from Previous Meeting**

**IX Report: Undergraduate Programs, Academic and Student Affairs**

D. Morin welcomed L. Healey and praised her efforts on behalf of the Faculty. She reported that the information sessions for the French CEGEPs held February 4 and 5 attracted thirty potential students. With regard to January 1997 admissions, she reported a decrease of 15 from last year for a total of 238 registrants but an increase in the retention of accepted applicants from 78% in 1996 to 80% in 1997. She announced that coffee and muffins with the Associate Dean will take place February 28, March 3 and 5. Faculty members are encouraged to join the students for informal discussions. She announced that English CEGEP visits are ongoing from February 6th-18th. Faculty were urged to join the Associate Dean, staff and students on the upcoming visits. Lastly, she reported that Faculty mentors will be receiving reports for their students within the next week. Once again she encouraged faculty members to become involved in the mentorship process.

In response to a question about foreign student enrolments, the Chair advised that in September 1996 total foreign enrolment, not including exchange students, was 93 FTEs. Students originate from Europe and the U.S., a large number come from Asia and are self-financed, government financed and some are funded by CIDA.

In response to a volunteer mentor for foreign students in the Faculty, T. Lituchy outlined the steps taken by the Centre for International Business and the events organized by CIBA to help and welcome international students. The International Students Office also provide assistance to the students. It was noted that international students who are not part of an exchange program have little support within the Faculty. They often arrive late in the semester due to visa delays and find that courses are closed and text books are sold

out. It was pointed out that the Faculty will have to prepare for the special needs of the students to attract and retain paying foreign students.

X

**Report: Graduate Programs, Research and Program Evaluation**

With regard to appraisals, T.J. Tomberlin reported that A. Jalilvand and J. McGuire are the Faculty

representatives on the University Appraisal committee. J. McGuire will chair the Faculty Appraisal of DS&MIS, B. Woodside will chair the Management appraisal, and A. Jalilvand will chair the team for Accountancy and the Diploma in Accountancy. The new University appraisal committee structure does not allow for department representation consequently the Faculty MBA program appraisal will be chaired by D. Dicks. A task force of faculty members will be set up to work with the committee on curriculum revision in order to meet the deadlines to implement a revised MBA curriculum in September 1998. Council would receive the proposed curriculum revisions no later than September 1997.

T. J. Tomberlin reported that the M.Sc. Appraisal has been completed. An open meeting of the Faculty was held in January. It has been recommended that the program become more option oriented or specialized which will require a revised curriculum submission from the four participating departments to come to Council in September 1997. A draft of the DIA/DSA appraisal has been distributed to committee members with the final version expected within the next two weeks and subsequent curriculum revisions being forwarded to Council by September 1997.

With regard to research, T. J. Tomberlin announced that the deadline for proposals for seed grants is February 24. Information about seed grants has been sent via e-mail. Department Chairs were asked to encourage their members to submit proposals. He advised that the "frais indirect", a sum of money generated from faculty members obtaining external research funding, approximately \$8,000, will be used to hire a data tape librarian to establish a data library for use by faculty and staff.

A. Hochstein congratulated the MBA Case Competition organizers, Frances Yuen, Luis Eguren, and Santo Fata; executive assistants, Florin Feldman, Sebastian Okado, Nevill Smythe and Professors Hébert and Brunet for producing the best ever case competition. Council members applauded their efforts.

IT WAS MOVED BY A. B. IBRAHIM AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL CONGRATULATE THE ORGANIZERS OF THE SIXTEENTH INTERNATIONAL MBA CASE COMPETITION, FRANCES YUEN, LUIS EGUREN, SANTO FATA, FOR THE EXCEPTIONAL SUCCESS OF THE 1997 EVENT

THE MOTION WAS CARRIED UNANIMOUSLY.

A. Hochstein announced that the 1997-98 MBA timetable will be sent to students next month. Special effort has been made to prepare the schedule early to allow students more time to make their plans.

IT WAS MOVED BY J. HALL AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO ME. B. GAUDET, SECRETARY-GENERAL.

THE MOTION WAS CARRIED UNANIMOUSLY.

Me. Gaudet outlined the changes in the new Copyright License Agreement with UNEQ effective January 1, 1997 - December 31, 1998 (contained in her memorandum dated January 21, 1997, CAFC-97-07M-01 attached). This agreement imposes a financial obligation on the University, approximately \$77,000 for 1997 and \$78,600 for 1998 based on \$4.60 per FTE. The reporting obligation will be assumed by the six copy centres authorized by the University, four on the SGW campus and two on the Loyola Campus. While this excludes the use of department copiers, the Faculty's Centre for Instructional Technology is an authorized copy centre and the University bookstore has staff available to assist faculty members. Me. Gaudet emphasized the need to comply with the terms of the agreement noting that there have already been three cases in other universities where individual faculty members have been sued for violation of the agreement

and were not supported by their employers. It was agreed that Mr. Gaudet would be invited to the next department meetings to address concerns of the faculty regarding the new agreement.

**XI      Report: External Affairs and Executive Programs**

J. A. Rosenblatt reported that the next Contemporary Business Issues Seminar will be held Friday, April 4, from 09:00-12:00 featuring Jonathan Wener, Chairman of the Board, Canderel Limited, Claude Brochu,

President, Montreal Expos and Mackie Vadacchino-de-Massy, President and CEO, Murray Axsmith. With regard to marketing, he reported that the FC&A Marketing committee with some guidance from the Faculty Advisory Board marketing sub-committee has been assisting in the development of individual program materials and marketing plans. The notion of consolidating promotional plans across the Faculty has been delayed until the restructuring of the administration of the graduate programs has been considered.

With regard to the AACSB, he reported that, in anticipation of favourable results from the Accreditation Committee, the de Sévé Theatre has been reserved on April 8 for an official ceremony and a press conference to launch the celebrations. Invitations will be sent to government dignitaries at the municipal, provincial and federal levels and business leaders. A marketing communications firm has been hired to assist in promoting the AACSB accreditation. Effective April 1997 all promotional materials, business cards and letterheads will carry the AACSB logo, panels announcing AACSB accreditation will be placed throughout the University and a huge AACSB announcement banner will span de Maisonneuve Boulevard from the Hall building to the McConnell Building. A brochure is being developed to explain the advantages of AACSB accreditation which will be inserted in the April 8th Faculty newsletter and the French and English newspapers in Quebec and the Toronto Globe and Mail.

The Chair pointed out that the quality standards of AACSB are well known and respected in the United States but it is important to explain to this community what AACSB accreditation represents. He noted that at the same time, the whole University would benefit from this surge of positive publicity which dovetails with the Capital Campaign.

In response to concern about the need to promote the excellence of the M.Sc. Program, it was suggested that the April newsletter feature the M.Sc. Program.

**XII      Report: Administrative Affairs and Human Resources**

On behalf of A. B. Ibrahim, the Chair reported that a \$70,000 contract has been awarded to the Faculty of Commerce and Administration Minority Institute for the Cree Management Education Program.

**XIII      Reports from Faculty Representatives on University Committees**

1. University Senate
2. Arts and Science Faculty Council
3. Senate Academic Planning and Priorities
4. Senate Academic Programs Committee
5. Senate Research Committee
6. Senate Academic Services Committee
7. University Library Committee
8. Undergraduate Scholarships and Awards Sub-committee
9. Computer Resources Committee
10. Board of Governors
11. Council of Graduate Studies

There were no reports for the above committees.

**XIV      Reports from Student Associations**

1. C.A.S.A. Report

K. Tsolakas reported that Concordia placed fourth at the Commerce Games hosted by the

University of Ottawa. She thanked Professors Lavack, Mannadiar, Sharma, Haber, Craighead, Segovia and Fayerman for their coaching with special thanks to Professors Haber and Lavack for taking the time to go to Ottawa for the closing ceremonies. She reported that over 800 students participated in the Undergraduate Business Games hosted by CASA and assisted by 250 student volunteers. Concordia again placed fourth. She thanked D. Morin for representing the Faculty at the opening ceremonies which were hosted by Denis Trudeau of Newswatch. CASA will make efforts to attend more national competitions in the future to take advantage of the opportunities to network and promote the Faculty and University.

L.-P. Vezina reported that the IBUS student scholarship fund goal is \$2,500 to provide scholarships up to \$500.00 each. Fund raising parties have generated \$2,000 and corporate sponsorship is also being considered. Faculty recommendations for corporate contacts would be appreciated. He reported that the Centre for International Business also provides scholarships of \$2,000 for students wishing to study abroad. The deadline for application for scholarships is February 14. Faculty members were asked to encourage their students to apply.

Faculty members are invited to attend the IBUS Corporate lunch to be held March 12 at the Holiday Inn Crown Plaza featuring guest speak Pierre-Marc Johnson. The topic is "Global Administration and the Responsibility of Administrators". Formal invitations will be issued next week.

2. **C.G.S.A. Report**

I. Sinclair reported on the success of the International MBA Case Competition which attracted twenty-eight teams from six different countries. The Concordia team composed by Donna Doherty, Sudha Dwivedi, Randy Walker, Victor Sachs, Raemonna Slodovnick and coached by Robert Gervais made the semi finals. The University of Western Ontario placed first, the University of Tennessee was second and the University of Padoborn was third. She reported that the Concordia MBA team placed sixth in the Dalhousie competition and that the Concordia MBAs will be represented in the University of Ottawa Technology Competition in March. In conclusion, she invited faculty members to attend the Valentine's Day party at Sir Winstons', 3rd floor, Thursday, February 13 at 8:00 p.m.

On behalf of the MBA Case Competition organizers S. Fata thanked faculty members for their help. He expressed his disappointment with the absence of faculty members in attendance despite all MBA classes having been rescheduled for the event.

IT WAS MOVED BY M. SHARMA AND SECONDED BY D. FRANKLIN THAT FACULTY COUNCIL ENDORSE THE RECOMMENDATION OF THE IBUS COMMITTEE TO PROVIDE \$500 FOR THE ASAC BEST PAPER IN INTERNATIONAL BUSINESS

THE MOTION WAS CARRIED UNANIMOUSLY

XV

**New Business**

1. **Document entitled "Our Immediate Future" prepared by Dr. J. Lightstone - pages 14 & 15 - CAFC-97-01A-01**

The Chair reviewed the steps leading to the publication of "Our Immediate Future": Each Faculty published a report of their priorities based on the five Senate approved principles. The reports were presented and debated at SCAPP and Senate. Based on the contents of the four Faculty reports and the discussions, Dr. Lightstone produced "Following a Course Forward" which was in turn distributed and debated in fall 1996. The discussions provided the basis for "Our Immediate Future".

During the ensuing discussion it was clarified that the recommendations concerning the Ph.D. in Accountancy and the M.Sc. Program originated with the AACSB report recommendations. Admissions for the Ph.D. in Accountancy have been suspended until such time that the Department of Accountancy hires additional research-oriented faculty for graduate supervision.

There was objection to the recommendation that the Arts and Science Faculty develop a 24-credit core to be followed by students in all Faculties because it would not be compatible with the Faculty's recent undergraduate curriculum revision and the standards established by the AACSB. A few Council members defended the value of a liberal arts education in combination with business education.

In response to concern expressed about the lack of research resources in the Faculty to sustain the M.Sc. Program, the Chair advised that the document included a recommendation that eligibility to supervise research be dependent on membership in the School of Graduate Studies. It was pointed out that MIS research supervision was problematic in the M.Sc. Program due to insufficient or unavailable faculty members in this field not due to unqualified available faculty members. The document suggests that the entire Faculty is weak in the area of research and this perception must be corrected in future discussions.

It was suggested that the Faculty support the recommendation that the Department of Modern Languages provide business-oriented courses in Spanish, Japanese, Mandarin etcetera.

**XVI Other Business**

IT WAS MOVED BY Z. GIDENGIL AND SECONDED BY A. BRODT THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

The next regular meeting of Faculty Council is scheduled to take place on Friday, March 7, 1997 at 09:30 in room GM403-2.